

TRADE
DEVELOPMENT
ALLIANCE
of
GREATER
SEATTLE

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Building an International Franchise

15 Years of the Trade Alliance

From the perspective of President Bill Stafford who has been there from the beginning

"Only a few metro areas the size of Seattle will have an international franchise," George Duff was fond of saying in the late 1980's, adding "and I want ours to be one of them."

A sports metaphor was applied to recognize the new globally competitive environment and the need to rethink our metropolitan area's approach to international business. A Greater Seattle Chamber study examined what our region was doing to promote itself internationally. Regional leaders discovered that there was a

vacuum in the promotion of our region's interna-

tional economic interests, a lack of coordination among organizations and governments, and a need to raise the civic understanding of changing

global conditions. The then Port of Seattle Executive Director, who originally hailed from Holland, pointed to a model there that could fill our vacuum here: the Amsterdam Promotion Agency. The Trade Development Alliance opened its doors in January of 1991.

It is difficult to believe 15 years have passed. The personal and professional experiences

have provided me an exciting vocation. How we

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The Trade Alliance mission to South America in 1996 joined up with a certain U.S. President

The Trade Alliance turned 15 this year. In honor of the organization's birthday we present a special 15th Anniversary edition of *CrossRoads*. We look at 15 years of outbound missions, inbound delegations, special events, informational materials, the International Press Center and more. Step inside.

retain our jobs and business and grow our economy in a very competitive world is one of the central issues of this region and nation. The people in our region and the visitors that come here make for a continually rich experience. International relations build on a worldwide network—I came to see the value of connectivity.

A conversation with George led to my transition from City Hall. George told me that "the Executive Director who understands the politics of Singapore and did not understand the politics of Seattle, would not survive the job." George wanted the concept of the Trade Alliance implemented and institutionalized. The first partners were the Port of Seattle, Greater Seattle Chamber, City of Seattle (thanks to Mayor Norm Rice and the Council), King County (thanks to Paul Barden) and Organized Labor (thanks to Gary Grant and Rick Bender). The name "Greater Seattle" was selected with the recognition that in branding internationally it is the entire metro region that must be represented.

The Trade Alliance evolved into a national model. Cities as wide ranging as Boston, Atlanta, Cleveland, Orlando, Phoenix, Kansas City and San Diego have studied the Trade Alliance. Both Christchurch, New Zealand and Spokane developed a Trade Alliance-like organization. Business author Michael Porter recommended Bogotá emulate our organization and Harvard professor Roseabeth Moss Kanter cited us as a model in her book "World Class."

Why our region? We are internationalized because of our diverse ethnic population, ports and companies that do business world wide; we had to deal with internationalization earlier than other regions. In the late 60's and early 70's I worked for the Ford Corporation and our region had the

highest Japanese car penetration in the country. My Detroit colleagues felt we were a national abnormality and not a trend. It is easy to establish a model when you are first. It is also easy when you have a great product to sell and a civic leadership that understands it is in their common interests to work together.

The lesson and experiences of the last 15 years have been many and extraordinary and I feel very fortunate to have been given this role. First, a few of the lessons:

It is important for Americans to understand different cultures, languages, religions and sensitivities and to show respect for other peoples. We cannot be arrogant by portraying our system as superior. There is no national body that dictates world fairness standards. The basis for our success is the metropolitan economy. The Trade Alliance is one of only four organizations that transcend the multi-county and 87-city metro area. How this system works is the basis of our success or failure. A German business leader does not know

or care that NE 145th is Seattle's north boundary and 205th is King County's. The fact that Tacoma has miles of contiguous boundary with King County is lost on a Tokyo business person.

Our international economic interests are varied and interrelated. Trade of goods and services, tourism, investment attraction, marine and air cargo business and the attraction of foreign students have common interests.

The biggest lesson I have learned is the importance of our international students both in terms of the talent they bring but also the relations they forge if they return home. This country must retain a sane visa policy or risk dramatic long term damage to our country.



Trade Alliance helped host the first NAFTA meetings which took place in Greater Seattle

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I am always amazed when I visit a city and am given materials by the city government, chamber and other organizations which contains uncoordinated and conflicting content. It tells me a lot about how the local organizations work together and their inability to forge common messages. Our metro area now has a core package of materials based upon messages that integrate our varied business interests. We have informational inserts in 17 languages, 14 sector brochures and a host of material highlighting our region (see article on page 8). The APEC leaders meeting led to the Trade Alliance being designated one of four State Department International Press Centers.

Over the 15 years we have organized more than 30 out-bound delegations, both study and business visits. In 1993 we took the first delegation to Vietnam when there were only three Americans officially on the ground. The Vietnamese reciprocated by sending to Seattle their first delegation to the US, first official visit and in 2005 first head of State visit. They remember we were there before it became popular to do so. Our delegations go to where the ports and business community select and to our region's sister cities when possible. Delegations have visited South America, Central Europe and most of Asia. We have visited current customers like Germany and opportunity markets like India. Our delegation became part of President Clinton's South American visit and sat on a stage during his speech with his cabinet members including the Secretaries of State, Commerce and Education. The business trips have many purposes ranging from promoting our region to opening doors for our smaller companies to saying thank you for plane purchases. On our recent trip to China the Ports of Everett, Seattle and Tacoma jointly presented our region as a logistics center and American gateway.

The study missions organized in partnership with the Greater Seattle Chamber have opened the eyes of our region to the strategies and tactics, best practices and programs of world cities. The benchmarking of our area must now be world

wide. Barcelona was a major inspiration for the creation of the Prosperity Partnership and the need for a metropolitan economic strategy. The Mayor of Stockholm and Microsoft organized a dinner at their city hall where the Nobel Prize is awarded. Stockholm returned a visit to Seattle as did London and Barcelona. The trips developed such a reputation that delegates join from outside the region, including nationally-renowned journalist Neal Peirce, who traveled with us to Berlin. Other cities sent delegates on the trips, including those from Christchurch and Orlando. The World Bank has used them as a model for technical assistance between developing cities. A report on the lessons of the first six study missions was reprinted by the National League of Cities for national distribution and a revised report was distributed at the 2005 Chamber Leadership Conference.

Our region, educational institutions, research institutions, businesses and arts and cultural organizations are all intricately tied to the world. The Seattle Art Museum hosted an exhibit from China, Tacoma hosted the world's tall ships, and in Everett a new Future of Flight Museum opened where international airlines will take delivery of Boeing airplanes. Our international children's festival is one of our nation's largest, the Dead Sea Scrolls will come to the Pacific Science Center. A Chinese garden is being built on a community college campus that, along with many Japanese gardens, makes our region a center of international gardens. We live in one of the most highly educated regions in the country and our people are sophisticated about the world.

Finally, it is all about talented and committed people who have a passion about what they do. We have been fortunate to have great staff, some who stayed longer than the pay warranted. Sam Kaplan, Sara Robertson, Lili Hein, Joyce Noonan and Lise Fitzpatrick come to mind as does Ellen Wohl, who currently operates Middle Eastern and kosher restaurants in New York. We have had

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Outbound Missions

The Trade Alliance has organized both business and study missions all over the world in the last 15 years, opening up new markets, expanding current ones and building relationships.

The Trade Alliance has managed or lent assistance on missions to the following regions:

2005: Ireland: Dublin and Belfast*
 2004: Japan: Kyushu, Kansai, Nagoya, and Tokyo
 2004: Munich, Germany *
 2003: Ireland & Scotland
 2003: Shanghai and Suzhou, Jiangsu Province*
 2002: UK, Netherlands & Brussels
 2002: Barcelona*
 2001: Germany & Central Europe
 2001: Taiwan & South Korea
 2001: Stockholm*
 2000: China
 2000: Berlin*
 1999: Japan
 1999: Sydney*
 1998: Singapore*
 1997: South America

Business Missions

Business missions provide private-sector delegates with an opportunity to assess and explore specific business opportunities and to promote Washington and Greater Seattle as a



Delegates explore the port in Ho Chi Minh City, Vietnam

Study Missions

The International Study Mission program is a traveling university exploring the theme of what it takes to be a "Competitive Region in a World Economy."



Meetings often take place in amazing venues, including this one in London at the Banqueting Hall in St. James Palace. Through the window on the left, Charles I stepped onto a scaffold where he was executed.

1997: London/Bristol*
 1996: India
 1996: Hong Kong*
 1995: United Kingdom
 1995: China
 1994: Vietnam
 1994: Indonesia, Malaysia and Singapore
 1994: Kansai Region, Japan*
 1993: Vietnam
 1992: Taiwan, Hong Kong and China
 1992: Amsterdam/Rotterdam*

**Denotes International Study Mission*



In Stockholm, King County Councilmember Pete von Reichbauer and Perkins Coie Partner Shan Mullin enjoy a re-creation of the Nobel Prize dinner at which Fred Hutchinson Center and University of Washington scientist Donnell Thomas won the Nobel Prize in Medicine.

Inbound Delegations

The meat and potatoes, or perhaps more apt for Greater Seattle, the salmon and potatoes, of the Trade Alliance is working with delegations that come to the region. Over the last 15 years, the Trade Alliance has hosted and worked with hundreds and hundreds of inbound delegations arriving from every continent.

Often times these delegations visit because of a mission we have taken to their region. One example was the Mayor of Barcelona leading a delegation of 40 business people to Greater Seattle after our study mission visited there.

Inbound delegations allow small and medium size businesses to essentially go on international business missions without ever leaving the region.



Boeing Vice President Bob Watt speaks to a visiting delegation from Stockholm who organized a reciprocal mission to Greater Seattle after the 2001 Study Mission there.



Michal Koricanek, Consulate General of the Czech Republic; Ambassador Ferenc Bosenbacher, Consul General of Hungary; Odon Kiraly, Trade Attaché of Hungary; Paul Griffin, Trade Alliance Board Member; Sylwester Kozak, Consulate General of Poland; Tomas Novak, CzechInvest in California



Past Trade Alliance Board Chair Shan Mullin introduces a speaker at an event featuring a joint delegation from Dublin and Belfast in 2005. This was the first joint delegation ever conducted by these two cities and was a direct result of the Trade Alliance and Chamber's Study Mission there in 2005.



Peter Gishuru, President, African Chamber of Commerce of the Pacific NW; George Northcroft,

Director, Business Relations and Economic Development, Metropolitan King County Executive's Office; Her Excellency Dr. Inonge Mbikusita-Lewanika, Ambassador of The Republic of Zambia; and Councilmember Larry Gossett, Metropolitan King County Government.

15 Years of Members

Our Oldest Patron Members

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US Bank
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Washington First International Bank
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Davis Wright Tremaine LLP
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Development (CTED)
Wells Fargo HSBC Trade Bank
Perkins Coie



One of our schmoozes took place at one of the region's leading research institutions: Institute for Systems Biology



At the winter schmooze last month, an attendee plays a didgeridoo. The schmooze was themed around the upcoming Melbourne, Australia Study Mission.



Member companies often travel on our overseas mission. Here, Stan Savage, president of The Commerce Bank (2nd from right) poses with Nobel Prize winner John Hume (far right).

For more information on membership,
contact Eva Zemandl at 206-389-7319 or
evaz@seattlechamber.com

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excellent interns like Do Kim Lam who is now with the Vietnamese Trade Ministry. We work with great partner organizations such as the Washington State China Relations Council, Washington Council on International Trade and the World Trade Center Tacoma to name but a few. We have had a committed Board with past Chairs John Getzelman, Gary Severson, Joe Masterson, Shan Mullin, David Tang, Tom Hartley and Nancy Anderson.

We have had Board members who have contributed beyond expectations such as Bob Drewel and Paige Miller. Mic Dinsmore, Andrea Reinker and Bob Watt brought the Ports together. It is impossible to name all the people who have contributed over the last 15 years.

Our region has many challenges. To meet these we need to continue to take a world view.



**Our Business Partners are
the World**

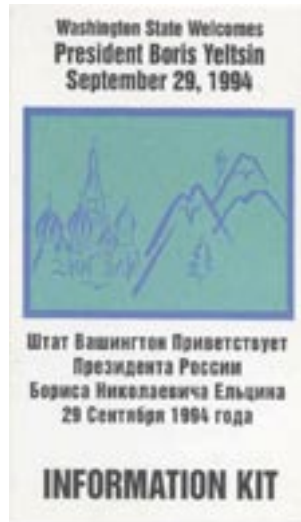
Special Events

From APEC to Yeltsin to the President of Vietnam

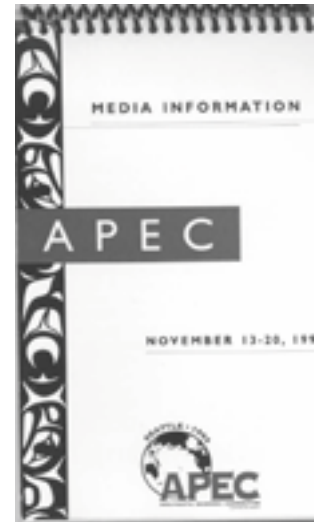
Since its inception, the Trade Alliance has been intimately involved in large international events and visits to Greater Seattle. From the Asia Pacific Economic Cooperation (APEC) Leadership meetings in 1993 through the World Trade Organization (WTO) meetings in 1999 to the President of Vietnam's visit last year, the Trade Alliance played an important role in hosting and organization.



The Prime Minister of Vietnam Phan Van Khai holds up a salmon plate which Washington Lt. Governor Brad Owen gave to him during a dinner at the Fairmont Hotel in 2005.



The Trade Alliance worked on media logistics and promotion for the 1994 visit of Russian President Boris Yeltsin. The Foundation for Russian American Economic Cooperation chaired the Host Committee.



The Trade Alliance played a large role in the hosting of the first Asia Pacific Economic Cooperation meetings in 1993, including creating the press room and story concierge, a source for story ideas for visiting journalists.



HE Mary McAleese, President of Ireland, addresses a group of business leaders from the Greater Seattle region.



Things got interesting at the WTO meetings in 1999. The Trade Alliance organized the press room and distributed more than 4000 information kits about the Greater Seattle region to press and delegates.

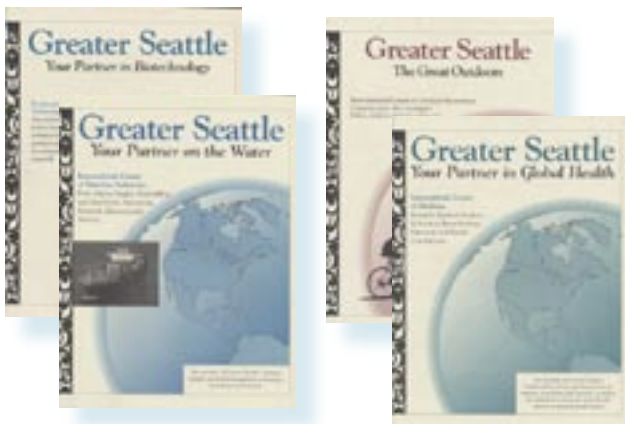
Telling Our Story

Informational Materials

The Trade Alliance presents the Greater Seattle region in a variety of mediums telling the compelling and multilayered story of our region and its assets.



The Trade Alliance provides information in 17 languages including Chinese, Japanese, Spanish, Russian and soon, Arabic.



We have developed sector brochures on 14 industries with more to come this year.



The Trade Alliance web site--www.seattletradealliance.com--reaches hundreds of thousands of visitors every year.



Our kit is like a menu in a restaurant and can be tailored to the customer. Over 18,000 of these kits have been distributed worldwide. It was the official kit of the APEC Leadership meeting where over 3000 were used. A special printing of 4000 kits was used for the press and others at the WTO meeting. The City of Seattle regionalized its data sheet by providing statistics for the whole metro area and added the Trade Alliance graphics which were designed by noted local Native American artist Marvin Oliver. The Trade Alliance also has videos and presentations for use with visiting delegations and on outbound missions.



We coordinated Snohomish, King and Pierce county inserts that were developed with consistent messages but recognize the variety found in our region.

A Growing Partnership

The Trade Alliance Partners

In the beginning, the Trade Alliance partnership was comprised of the Greater Seattle Chamber of Commerce, City of Seattle, Port of Seattle, King County and organized labor. In the years since, the partnership has expanded to include Snohomish County and the City of Everett, followed by Pierce County and the Port of Tacoma, so that now the Trade Alliance is one of the few organizations representing the three-county region. In addition, educational institutions such as the University of Washington and community colleges are also represented on the Trade Alliance Board of Directors.



International Press Center

Telling Our Story to the Media

The International Press Center Seattle was created as part of the Trade Alliance in 1994 after the Asia Pacific Economic Cooperation (APEC) Leadership meetings drew 3000 international journalists to the Greater Seattle region. The U.S. Information Agency (USIA—now a part of the State Department) maintained three federally funded and staffed foreign press centers in Washington, D.C., New York and Los Angeles. There was also a private international press center in Chicago.

USIA wanted to set up a network of such international press centers and realized Seattle was the perfect place for the second one. With all the new technology stories coming out

of the region and with Greater Seattle being the most internationally-trade dependent region in the United States, USIA and the Trade Alliance acted quickly to create IPC Seattle.

Today, IPC Seattle assists foreign journalists from all over the world cover the Greater Seattle region.

As part of the IPC function, the Trade Alliance produced the *Journalist Reference Guide*, a handy pocket-sized guide providing story ideas and practical information for the working journalist. The Guide, printed by Boeing, was derived from the APEC Media Guide and was also adapted into a media guide for the World Trade Organization meetings.



India and China

In the Land of Giants

China and India are the two largest countries in the world with more than 2 billion people combined. They are also two of the fastest growing economies in the world. That's why the Trade Alliance took a mission to the Pearl River Delta region of China last December and is headed to India with a similar mission later this year.

China

The trip started in Hong Kong, which after some challenging years is again booming. The delegation then traveled throughout the Pearl River Delta region of southern China with stops in Shenzhen, Guangzhou, Zhaoqing and Zhuhai, before heading north to Fuzhou. The delegation also visited Hainan Province.



Everett Mayor Ray Stephanson speaking about the Greater Seattle economy at the welcome dinner in Zhaoqing

The Pearl River Delta region is home to 110 million residents, about 5 percent of China's population, but accounts for more than 25% of the country's GDP.

The rapid growth in China has been a boon for Washington State exporters. Since 1991, exports to China from Washington State have increased by 768%.

Steve Dunphy kept a daily diary of the trip and wrote a trip report, both of which can be found on the Trade Alliance web site at www.seattletradealliance.com

India

The largest democracy in the world and the second-largest country in population, India has moved onto the world stage in the last ten years, buoyed by success in information technology, a strategic location and the benefits of expanding globalization. India has the 10th largest GDP in the world.



The Trade Alliance organized a business mission to India in 1996.

Top exports to India from Washington State include airplanes, computer products and wood products. Both Boeing and Microsoft have established strong relationships in India.

The business mission to India is tentatively scheduled for November 24 - December 6 and will travel to Mumbai, Bangalore and New Dehli.

For more information on the business mission to India, please contact "A" Bounjaktha at 206-389-7289 or neepapornb@seattlechamber.com



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The Trade Development Alliance of Greater Seattle is a partnership of the **City of Seattle, City of Everett, Port of Seattle, Port of Tacoma, Metropolitan King County Government, Snohomish County, Pierce County, organized labor** and the **Greater Seattle Chamber of Commerce**. The Trade Alliance is dedicated to promoting this region as one of North America's premier international gateways and commercial centers. Through cooperative efforts, this coalition of public and private-sector organizations will enlist its members' unique and diverse resources to accomplish this goal.

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